

True Concord Voices & Orchestra  
Board Meeting Minutes

3/9/2022

Meeting called to order 3:34 PM

Directors present in person: Sarah Dinham, Andy Watson, Eric Holtan, Nancy March, Susan Markovich

Staff present: Josh Keeling, Welz Kauffman (zoom), Chantel Leon (present for Festival of Books portion)

Directors present via Zoom: Pat Bjorhovde (ex officio), Jeannette Segel, Lendre Kearns, Sandy Um, Eve Shapiro, Julia Pernet, Andy Robson

Excused: Claire West

There is no Finance report, as it is too soon for final February finance figures and January's project was postponed.

### **Consent Agenda**

Eve Shapiro moved to approve the minutes from the past meeting, Julia seconded. Minutes were approved unanimously.

Reports (Fund Development & Governance): Susan Markovich moved to approve the reports, Sarah Dinham seconded. Committee reports were approved unanimously.

### **Governance Committee Report (Sarah Dinham)**

Nancy March is presenting a candidate for the board: Rhonda Rugg for immediate election to the board.

The committee has been looking for someone to strengthen our finance expertise. Nancy found Rhonda through some mutual connections. Rhonda loves music, refers to herself as a "finance nerd" and used to work at the Symphony, now works at the University.

Eric: she brings both the needed expertise and the team attitude and enthusiasm for our mission that we think will be a good fit in the board.

Sarah: The nomination comes from the Governance Committee. Pat Bjorhovde and Sandra Um highly recommend her from prior work with her.

Rhonda Rugg's immediate election to the board was approved unanimously.

Sarah Dinham: New board member orientation: will start with lunch with Claire and Sarah, further meetings to follow.

Next item from Governance: two items from the recent board member questionnaire came out as needing improvement: clearly defined board member roles and new member orientation. The board is overtly working toward these improvements. The committee is analyzing the quantitative responses and

will report at the next meeting. Board members also gave low scores on the board's reflection of the community's diversity.

Governance committee – Sarah extended the invitation to members of other committees to also join the Governance committee, provided there is plenty of overlap between it and other committees.

Pat Bjorhovde volunteered to join the Governance committee. Others were encouraged to think about it.

## **February Concerts Recap**

Eric Holtan got the sense that the February concerts were particularly impactful to audiences. First of all, the opportunity to spotlight our orchestral performers was engaging, and Jake & Todd's new piece was "a home run." The piece has the potential to "have legs" and go to all kinds of places and successes. It represents an opportunity going forward. Eric opened the floor for reactions to the concerts.

Pat: the message & music were so timely. Something we need to consider recording and submitting out there for recognition, including Grammys.

Jeannette: Inclusion of Dido's Lament was powerful, and Todd Boss's reading of the text was impactful. The whole thing was just spectacular, and Jeannette felt that everyone in the audience was moved.

Eric invited Welz to speak about some ideas and plans for this piece. Community engagement was a key element of the piece. Our PR firm had not been instrumental in the community engagement aspect: they function more as ad buyers and designers, Norma is a master "networker," but Welz ended up driving a great deal of the community engagement components for this project.

Biosphere 2 and UA panel connections are key... and led into the visit to Manzo Elementary, which ended up being the signature community connection event of the week. This also helped get Mark McLemore's attention. All of this activity resulted in more ticket sales, and McLemore will come back and interview us again for our January '23 program. A lot of things came together for this!

Also, little is more powerful than the moment the voices & orchestra came together for the Ukrainian national anthem, which was suggested by one of the singers. Organizations everywhere are showing solidarity in this moment.

Doors have also been opened between Welz & a former colleague, Deborah Rutter, the director of the Kennedy Center. Two serendipitous things:

Kennedy Center is holding their first (what will be annual) climate change-themed festival.

Yesterday, Welz spoke with his friend who runs the LA Master Chorale, with whom he shared Jake Runestad's score.

Josh Keeling presented on ticket sales. February sales, though below original budgets, were very successful. March ticket sales are looking very strong (understandably since they have been on sale since 2019), but are comparing favorably to past seasons' March concerts.

## **March Performances & Events**

Eve commented that we are retaining our health protocols for the audience, even though some other organizations are dropping protocols. We are definitely relaxing requirements for hosts. (Note from other members: TSO and Opera are not dropping mask & vaccine requirements)

Eric: Bach *B-Minor Mass* coming up... one of the greats by one of the greatest. Though it's a sacred work, it's so much more than that... it touches on everything from a lament, to pure unadulterated joy, and speaks to current events even today. Eric likened it to a great art exhibit that rarely comes to town. Featuring 12 soloists from among the ensemble... displaying our embarrassment of riches. Eric encourages the board to share this event with everyone they know!

Comments: the pre-concert talk with Jake & Todd was very impactful and informative. The pre-concert talk for the Bach (featuring Eric & Welz) will also be a great resource to share.

Nancy asked for volunteers to help with the artist dinner Monday 3/21.

**Season Reveal:** Susan M gave a preview of the 3/20 season reveal event at La Paloma. Jocelyn Hagen & Tim Takach will be the guest artists to talk about their works and perform. All board members are invited!

Eric: at that event, we are going to hand out our new FULL brochure! Welz talked about the process of producing the brochure, a mock-up of which was shown to board members.

**Tucson Festival of Books:** Chantel Leon gave updates on our booth at the festival and asked for volunteers to sign up to represent True Concord.

Volunteers should plan to talk to people about True Concord ("elevator speech") and ask people to fill out the signup sheets.

## **Founding Music Director's Report (Eric)**

Recording: having trouble getting it scheduled. So many factors to align: Producer, Venue, Guest artists, company artists, etc. Recording both these projects is a top priority. Though we're having to go back to the drawing board, they are working diligently on it.

Due to time, the education/engagement opportunities discussion was tabled for this meeting.

## **True Concord Voices and Orchestra Fund Development Committee Report**

**May 4, 2022**

**Submitted by Susan Markovich, Chair**

- Reviewed True Concord Fund Development Report as of April 30, 2022, compared to last year's report of the same date. Findings included that "Committed and Received" in the Board category is 106% vs. 82% of budget. For Individual Gifts it is 74% vs. 72%. Corporate gifts show 153% vs. 157%, but Foundations are coming in at about half of last year's amount due to the one-time gift from the Hillman Family Foundation last year. Government money received is at 104% vs. 47% due to this year's Shuttered Venue Grant (SVOG), supplemental and ACA funding.
- Most important is that the total of \$386,462 is 28% above last year's total for April 30, without the SVOG funding.
- Reviewed the budget proposal submitted by Eric. While we are projecting an 18% increase in giving for the current fiscal year over last year (special campaigns and grants excluded), the 22-23 fundraising budget is being held at a 10% increase. True Concord has been successful in its fundraising, with a longer-term trend of nearly a 15% annual increase in giving over many consecutive years. However, not knowing how Covid and the major campaign we held in 2021 will impact fundraising in the year ahead, it is felt that the goal should be held at 10%, although we do project that we will exceed that goal as well as our internal stretch goal. The FY23 budget reflects both new funding opportunities and former grantors to whom we did not apply, or who did not offer grants the last two years because of Covid. What is more, our budget size pushed us into a new funding category with Arizona Commission on the Arts.

## Fund Development Report

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### Gifts (Board, Individ., Corp.)

FY23 proposed: \$450,000

FY20 budget: \$375,000

FY22 budget: \$375,000

FY22 projected: \$410,000

### Grants

FY23 proposed: \$ 80,000

FY20 budget: \$ 60,000

FY22 budget: \$207,289

FY22 projected: \$204,789

- Reviewed Spring Campaign figures compared to the last three years. (See attached). Spring campaign letters have yielded 58 donations as of April 30. Although the number of gifts is less this year, the average gift is considerably higher: \$359 vs. \$200. Agreed to send out follow-up letters to those donors who did not respond initially as a friendly reminder over Nancy and Eric's signatures. Also reviewed a list of larger donors and assigned committee members to contact them to inquire about their intentions for any additional gifts before fiscal year end.
- The number of committed sponsorships expected to be received by June 30 is eighteen. We have received \$87,000 in pledged sponsorships for next season, half of which is expected to be received next season.
- Discussed the success of the Reveal Party at La Paloma in raising interest in sponsorships. The setting, featuring the portraits of the women in Jocelyn Hagen's composition and the early availability of next season's brochure were credited to Welz and his team, Josh and Chantal. The program including artists Jocelyn Hagen and Tim Takach, Eric and Welz was very warmly received.
- Discussed our grant-writing process as led by Committee volunteer Sandra O'Donnell in collaboration with Josh, Welz and Eric.
- Announced that following the Annual Meeting, it is expected that Sandra Um will be appointed to replace term-limited Susan Markovich.

# Fund Development Report

4/30/2022

Fiscal Year 2022 As of 4/30/2022

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 90,336	\$ 60,136	\$ 85,000	106%	106%
Individual Gifts	\$ 258,482	\$ 211,382	\$ 285,000	91%	74%
Corporate Gifts	\$ 7,643	\$ 7,643	\$ 5,000	153%	153%
Foundations	\$ 10,000	\$ 10,000	\$ 20,500	49%	49%
Government	\$ 194,789	\$ 194,789	\$ 187,289	104%	104%
<b>Total:</b>	<b>\$ 561,251</b>	<b>\$ 483,950</b>	<b>\$ 582,789</b>	<b>96%</b>	<b>83%</b>

+5% "Stretch Goal" = \$299,250

Hillman Family Foundation

SVOG + Supplemental & ACA

Total \$386,462 without SVOG - up 28% from last year

Spring Campaign 2022 As of 4/30/2022

Sub-campaign	Received	# gifts	Avg.
Prior Donors	\$ 20,035	52	\$ 385
New Donors	\$ 762	6	\$ 127
<b>Total</b>	<b>\$ 20,797</b>	<b>58</b>	<b>\$ 359</b>

Fiscal Year 2021 As of 4/30/2021

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 77,718	\$ 61,725	\$ 95,000	82%	82%
Individual Gifts	\$ 163,590	\$ 141,545	\$ 227,019	72%	62%
Corporate Gifts	\$ 10,524	\$ 10,524	\$ 6,690	157%	157%
Foundations	\$ 35,000	\$ 35,000	\$ 35,000	100%	100%
Government	\$ 14,075	\$ 14,075	\$ 29,679	47%	47%
<b>Total:</b>	<b>\$ 300,907</b>	<b>\$ 262,869</b>	<b>\$ 393,388</b>	<b>76%</b>	<b>67%</b>

"Bubble" Campaign As of 4/30/2021

Fund	Committed & Rec'd	Received	Budget
Board Gifts	\$ 78,863	\$ 78,663	-
Indiv & Corp Gifts	\$ 98,945	\$ 97,350	-
<b>Total:</b>	<b>\$ 177,808</b>	<b>\$ 176,013</b>	<b>\$ 180,000</b>

Spring Campaign 2021 As of 4/17/21 — ~2 wk after mailing

Sub-campaign	Received	# gifts	Avg.
Prior Donors	\$ 21,362	95	\$ 225
New Donors	\$ 2,300	16	\$ 144
<b>Total</b>	<b>\$ 23,662</b>	<b>111</b>	<b>\$ 213</b>

Fiscal Year 2021 - FINAL As of 6/30/2021

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 94,217	\$ 94,217	\$ 95,000	99%	99%
Individual Gifts	\$ 242,459	\$ 242,459	\$ 227,019	107%	107%
Corporate Gifts	\$ 10,524	\$ 10,524	\$ 6,690	157%	157%
Foundations	\$ 35,000	\$ 35,000	\$ 35,000	100%	100%
Government	\$ 29,874	\$ 29,874	\$ 29,679	101%	101%
<b>Total:</b>	<b>\$ 412,074</b>	<b>\$ 412,074</b>	<b>\$ 393,388</b>	<b>105%</b>	<b>105%</b>

"Bubble" Campaign As of 6/30/2021

Fund	Committed & Rec'd	Received	Budget
Board Gifts	\$ 78,863	\$ 78,863	-
Indiv & Corp Gifts	\$ 101,445	\$ 101,445	-
<b>Total:</b>	<b>\$ 180,308</b>	<b>\$ 180,308</b>	<b>\$ 180,000</b>

Spring Campaign 2021 TOTAL As of 6/30/2021

Sub-campaign	Received	# gifts	Avg.
Prior Donors	\$ 27,624	124	\$ 223
New Donors	\$ 5,802	25	\$ 232
Followup	\$ 8,826	31	\$ 285
<b>Total</b>	<b>\$ 42,252</b>	<b>180</b>	<b>\$ 235</b>

**Spring Giving Comparisons - FY19 - 22**

**Sponsorship Campaign**

**FY22 - Sponsorships for 22-23 Season**

	Committed	Received	##	Avg.
As of 4/30/22	\$ 46,500*	\$39,500	18	\$ 2,583

**Spring Campaign Letters**

<b>FY2022</b>	Received	##	Avg.
As of 4/30/22	\$ 20,797	58	\$ 359

**Spring Giving ("Other")**

<b>FY2022</b>	Received	##	Avg.
As of 4/30/22	\$ 6,925	39	\$ 178

**FY21 - Sponsorships for 21-22 Season\*\***

	Committed	Received	##	Avg.
As of 4/30/21	\$ 9,000	\$ 9,000	4	\$ 2,250
As of 6/30/21	\$ 41,000	\$41,000	11	\$ 3,727

<b>FY2021</b>	Received	##	Avg.
As of 4/19/21*	\$ 20,612	103	\$ 200
As of 6/30/21	\$ 42,352	181	\$ 234

<b>FY2021</b>	Received	##	Avg.
As of 4/30/21	\$ 8,414	16	\$ 526
As of 6/30/21	\$ 11,693	36	\$ 325

\* Equal time into letter campaign as current year

**FY20 - Sponsorships for 20-21 Season**

	Committed	Received	##	Avg.
As of 4/30/20	\$ 14,000	\$14,000	8	\$ 1,750
As of 6/30/20	\$ 53,250	\$53,250	17	\$ 3,132

<b>FY2020</b>	Received	##	Avg.
As of 4/25/20	\$ 35,300	112	\$ 315
As of 6/30/20	\$ 54,225	179	\$ 303

<b>FY2020*</b>	Received	##	Avg.
As of 4/30/20	\$ 15,346	48	\$ 320
As of 6/30/20	\$ 16,206	55	\$ 295

\*Includes Musician Relief Fund & Vanek Memory Fund

**FY19 - Sponsorships for 19-20 Season**

	Committed	Received	##	Avg.
As of 4/30/19	\$ 24,500	\$21,500	9	\$ 2,722
As of 6/30/19	\$ 38,500	\$38,500	13	\$ 2,962

<b>FY2019</b>	Received	##	Avg.
As of 4/30/19	\$ 20,717	90	\$ 230
As of 6/30/19	\$ 39,140	142	\$ 276

<b>FY2019</b>	Received	##	Avg.
As of 4/30/19	\$ 8,343	12	\$ 695
As of 6/30/19	\$ 9,073	16	\$ 567

\* Shows committed gifts expected by 6/30. We have received \$87,000 in pledged sponsorships for next season, about half of which is expected to arrive next season.

\*\*In 2021, the upcoming season wasn't announced until May.

## **Report to the Board on the April 22 2022 Governance Committee Meeting**

Present, Eve Shapiro, Sarah Dinham, Eric Holtan, Claire West (Chair)

Excused, Nancy March and Pat Bjorhovde

- Preparation for Annual Meeting May 11, 2022
  - Slate of officers as recommended to the board by the Governance Committee—Eve Shapiro, Chair; Julia Pernet, Vice Chair; Andy Robson, Treasurer; Claire West, Secretary
  - Slate of Board Candidates – potential candidates were discussed and a schedule for next moves was agreed upon
  - Board members to be voted on beginning new 3-year terms – Eve for her final term.
  - Committee Chairs for the coming year were discussed
- Determine where master governance documents should be housed. There was discussion on secure housing for sensitive documents, and a decision was reached.



AUDIENCE DEVELOPMENT COMMITTEE MEETING  
May 3, 2022 at 3:30 pm via ZOOM  
Board Report

ATTENDANCE: Eve Shapiro, Chair, Nancy March, Julia Pernet, Eric Holtan, Josh Keeling, Chantel Leon, Welz Kauffman; EXCUSED: Lendre Kearns

The Committee discussed the following:

1. 21-22 Season Recap including final sales for the 6 programs, 3 Close Up Recitals, and Video Concerts. We spent some time on the Close-Up Recitals – discussed advantages and ways to increase attendance through different venues and coordinating with other organizations to avoid over-saturating the market.
2. 22/23 Sales to date compared to spring 2019. YTD almost 150% ahead of 2019 (the most recent non-Covid season). Reasons include the timely completion of a compelling and positive brochure; a well-planned Donor Season Reveal with special guests Jocelyn and Tim; a great season and theme.
3. Marketing plans between now and August 1, 2022 (fewer eblasts), then August 1 through the conclusion of the 22/23 Season. Get as many assets drafted for 22/23 and put in a drawer to be taken out and polished for use in 22/23. Also prepare video interviews for website.
4. Proposed marketing budget for 22/23. Discussed and confirmed, including the accounting around the brochure (plus an increase of 4K for the brochure design and writing, as 23/24 is the 20th TC season).
5. Proposed earned income/ticket sales for 22/23. Discussed and confirmed, based Primarily on sales thus far, Eric's strong season, Covid seeming to be relaxing (protocol discussion to be had early August), and season/brochure enthusiasm thus far.
6. Program books, "magazines", annual report, publications.
7. Close Up Recitals 22-23 - venues. See above.
8. LA Master Chorale/Lagrima di San Pietro and St. Olaf Choir performances in Tucson.